

Contents: Performance Goals and Measures for Employees

Effective Date: September 2004

Point of Contact: Performance Goals and Measures POC

Section

Overview of Content (see section for full process)

Introduction

1. Developing Performance Goals and Measures

- Employee and supervisor collaborate on goals and measures.
- Submit to senior reviewer for approval, or submit for collaboration if the employee is a scientist.
- Review goals and measures, and update if needed, at least once during the performance period.
- 2. Formulating Performance Goals
- Gather documents relevant to the position and organization.
- Develop goals and list in order of importance.
- Select a set of goals from the list and document them on form.
- 3. Formulating Performance Measures
- Define the desired result or state for each goal.
- Identify performance measures for each goal.
- Document goals and measures on form.

Definitions

Exhibits

Performance Goals and Measures Examples

Forms

Scientific Staff Performance Planning Form Supplemental Goals Form

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This subject area does not contain training requirements.

This subject area does not contain reporting obligations.

References

Critical Outcomes, Objectives and Performance Measures

Supervisors' Personnel Manual

Performance Appraisals Subject Area

Roles, Responsibilities, Accountabilities, and Authorities (R2A2) Subject Area

Standards of Performance

Managers shall collaborate with staff by providing them with written, annual performance feedback, performance goals, and improvement plans.

All staff shall support our ability to deliver innovative scientific and technological research and analysis by the following:

- Understanding their role in achieving organizational goals,
- Offering the energy, creativity, and knowledge needed to serve our customers, and to achieve our organizational goals.

Managers and staff shall work together to define needed staff development, create, and offer valuable opportunities for development, and foster an open learning environment.

Management System

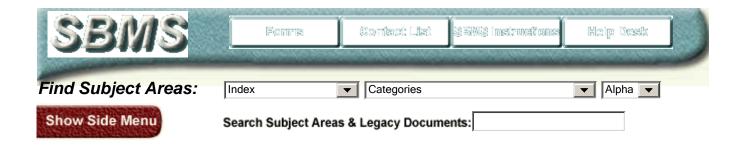
This subject area belongs to the **Human Resources** management system.

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Introduction: Performance Goals and Measures for Employees

Effective Date: October 2003

Point of Contact: Performance Goals and Measures POC

This subject area provides procedures and guidelines for all employees and supervisors who are preparing individual annual performance goals and measures. The information is provided in a manner that promotes alignment of individual goals with higher-level organizational goals (i.e., from work group goals up to the Laboratory <u>Critical Outcomes</u>, <u>Objectives and Performance Measures</u>).

The primary objective of goal planning is to focus employee work within the scope of assigned responsibilities and organizational objectives. It is equally important to foster goals that are challenging and beyond one's routine activities. Achievement of the goal should add value to job performance. An important result is the mutual understanding between employee and supervisor regarding performance expectations against which the employee's performance will be measured. In conjunction with other components of performance, goals documented at the beginning of the performance period are expected to be achieved and serve as a major basis for the performance appraisal.

This subject area provides sources of information on organizational goals, examples of different types of goals, and guidelines for reviewing goals and setting expectations for goal achievement.

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Subject Area: Performance Goals and Measures for Employees

1. Developing Performance Goals and Measures

Effective Date: September 2004

Point of Contact: Performance Goals and Measures POC

Applicability

This information applies to BNL staff who prepare performance goals and measures for employee performance appraisal. This includes all managers, scientists, supervisors, and those employees designated by their supervisor.

Required Procedure

Performance goals and measures are developed and documented by the end of November of the established performance period. The process is a collaborative one between the employee and supervisor. BNL staff developing performance goals and measures follow the steps below.

Step 1	Either the employee or supervisor composes the first draft of goals on a blank form of either the Performance Appraisal Form , or the Management Goal Planning and Performance Appraisal Form in the Performance Appraisals Subject Area, or the Scientific Staff Performance Planning Form . The form is dated with the current, new performance period. U the Supplemental Goals Form for additional goals.	
Step 2	Formulate performance goals and measures using the procedures in the Formulating Performance Goals and Formulating Performance Measures sections of this subject area. See the Performance Goals and Measures Examples exhibit for guidance and examples on types of performance goals and associated measures.	
Step 3	Resolve any comments/issues, as necessary, on the draft. The reviewer reviews the goals for degree of challenge, value added, and for alignment with R2A2s	

	and organizational goals. The reviewer discusses and addresses any employee questions or concerns with the employee.	
Step 4	Revise the draft as agreed and complete a final form with goals, measures, and if appropriate, metrics.	
Step 5	The employee signs and dates the form, and submits it to the reviewer.	
Step 6	The reviewer signs and dates the form. Goals are discussed with the senior reviewer, if appropriate.	
Step 7	The reviewer keeps a copy of the signed form and provides a copy to the employee.	
Step 8	File the signed original form with the current year's performance appraisal in the department/division employee personnel records.	
Step 9	Review goals at least once during the performance period to ensure that they remain valid.	
Step 10	Document changes and additions to goals on Supplemental Goals Form.	

Guidelines

The employee and supervisor may revise, add, or delete goals when there is a significant change in the employee's responsibilities, programmatic needs, or when unanticipated events affect goal achievement.

If the supervisor and employee cannot resolve a specific issue related to establishing goals, they should follow the Laboratory's standard approach to resolving work-related problems as described in the Employee Relations Section of the Supervisors Personnel Manual and the Employee Guide.

Goals, in conjunction with other components of performance, serve as a major basis for the employee's annual performance appraisal.

References

Performance Appraisals Subject Area

Supervisors' Personnel Manual

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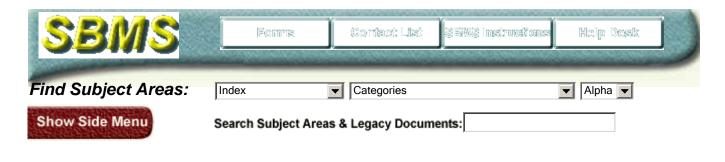
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Subject Area: Performance Goals and Measures for Employees

2. Formulating Performance Goals

Effective Date: September 2004

Point of Contact: Performance Goals and Measures POC

Applicability

This information applies to BNL staff who prepare performance goals and measures for employee performance appraisal.

Required Procedure

To ensure that goals are achievable and in alignment with higher organizational objectives, BNL staff formulating individual goals follow the steps below.

Step 1	Gather available documents that are relevant to the employee's position and organization. These may include • Roles, Responsibilities, Accountabilities, and Authorities (R2A2); • Previous year's performance goals; • Previous year's performance appraisal; • Field Work Proposals; • Organizational goals (from work group goals up to the Laboratory Critical Outcomes, Objectives and Performance Measures); • Organizational self-assessment plans and results; • External (third-party) organizational appraisals.
Step 2	Select a set of up to ten (10) goal ideas from the gathered documents that are related to the responsibilities on the employee's R2A2 and the role of their work group in achieving organizational goals. The goal ideas may be listed in the documents as opportunities for improvement, performance objectives, recommendations, project plans, etc.
Step 3	Convert the goal ideas into goal statements so that they fall within the scope of

	the responsibilities on the employee's KZAZ and the organization's goals, they add value, and they are challenging.	
	Note : Depending on the level of the position, an employee's goal may be the same as an organizational goal.	
Step 4	Starting with the most important, select a set of goals, which together are achievable within the current annual performance planning period.	
	Note: The priority of the goal may be useful in both focusing and evaluating employee performance.	
	Note: Break long-term goals into interim goals that are achievable within the annual performance period.	
Step 5	Document the goals on either the <u>Performance Appraisal with Goal Planning Form</u> , or the <u>Management Goal Planning and Performance Appraisal Form</u> in the <u>Performance Appraisals</u> Subject Area, or the <u>Scientific Staff Performance Planning Form</u> . Use the <u>Supplemental Goals Form</u> for additional goals.	
Step 6	Employees completing the Management Goal Planning and Performance Appraisal Form in the Performance Appraisals Subject Area assign weights to the set of goals whose sum total is 100%.	

Guidelines

Goals for Scientists

Scientists will document intended goals at the start of the performance period, but will be appraised on their actual activities. These may be different from the intended activities documented at the start of the period. The scientists should discuss changes in intended research activities with their manager. They should also document the reasons for the changes in their intended research in Part I of the Scientific Staff Performance Appraisal Form in the Performance Appraisals Subject Area.

Selecting Goals

Individuals developing performance goals should focus an employee's work within the scope of assigned responsibilities and organizational objectives. They should also consider the employee's strengths and areas for improvement when selecting goals. Goals should integrate an employee's strengths with those of their coworkers.

Identify any skills, knowledge, or abilities that need to be strengthened. Improvement in these areas may be the objective of a goal, but confine improvement areas to those that contribute to actual work achievement.

Critical Assumptions

Supervisors and staff may wish to document assumptions that they made when formulating goals and measures (see examples #2 and #11 in the Performance Goals and Measures

<u>examples</u> exhibit). The employee may be waiting for other events to occur, or for required resources to be made available, before the goal is undertaken. Documenting such assumptions provides a better understanding of whether the goal will be pursued and how the employee will be appraised with respect to the results of their work.

Review of Goals

Successful planning results in SMART goals. After formulating goals, staff should review them to ensure they meet the following criteria:

- **S** -- **Specific.** Clear and precise statement of desired results.
- *M* -- *Measurable*. Quantitative or qualitative results that indicate accomplishment, state of progress, and the degree to which the goal was met or achieved.
- A -- Attainable. Challenging, but not impossible. Can reasonably be accomplished with available resources.
- **R** -- **Relevant.** Contribute to the achievement of work group, organizational, and Laboratory goals and objectives.
- *T* -- *Trackable.* Specific dates and/or events exist to help gauge progress.

After planning goals and filtering them through the SMART test, staff should revise them where the test reveals deficiencies.

Dissemination of Goals

Because employees are expected to align their individual goals with organizational goals, organization managers, and project heads should actively communicate their goals to staff.

References

Critical Outcomes, Objectives and Performance Measures

Performance Appraisals Subject Area

Roles, Responsibilities, Accountabilities, and Authorities (R2A2) Subject Area

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Subject Area: Performance Goals and Measures for Employees

3. Formulating Performance Measures

Effective Date: October 2003

Point of Contact: Performance Goals and Measures POC

Applicability

This information applies to BNL staff who prepare performance goals and measures for employee performance appraisal.

Required Procedure

BNL staff formulating performance measures follow the steps below.

Step 1	Define the desired result or state for the goal as specifically as possible. The level of detail may vary depending on the nature of the goal.
Step 2	Identify one or more criteria (performance measures) that will indicate whether the desired result or state has been reached.
Step 3	Document the measure on either the Performance Appraisal with Goal Planning Form, or the Management Goal Planning and Performance Appraisal Form in the Performance Appraisals Subject Area, or the Scientific Staff Performance Planning Form. Note: It is optional to construct a metric of goal achievement (see examples of metrics in the exhibit Performance Goals and Measures Examples).
Step 4	Repeat steps 1 through 3 for each goal.

Guidelines

Performance measures may be behavioral or results-oriented, but should include criteria that are objectively measurable. See the <u>Performance Goals and Measures Examples</u> exhibit for

examples of measures for sample goals.

If a goal is defined in a way that does not permit the definition of multiple levels of achievement, the metric is the measure.

Critical Assumptions

Supervisors and staff may wish to document assumptions that they made when formulating goals and measures (see examples #2 and #11 in the Performance Goals and Measures Examples exhibit). The employee may be waiting for other events to occur, or for required resources to be made available, before the goal is undertaken. Documenting such assumptions provides a better understanding of whether the goal will be pursued and how the employee will be appraised with respect to the results of their work.

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Performance Appraisals Subject Area

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Performance Goals and Measures Examples

Examples in this exhibit are presented under a sampling of R2A2 Profile titles along with an associated responsibility and Laboratory performance objective. While R2A2 profile titles, responsibilities, and performance objectives are not documented on the goal planning forms, these elements are included in the examples to help illustrate how individual goals and measures relate to them.

The contents of this exhibit are only examples. They are neither required nor suggested to serve as goals for staff whose R2A2 includes similar responsibilities. The scope of possible goals that staff may pursue is clearly far greater than those contained here. The examples, however, may be useful in showing how metrics can be used to define performance levels.

1. R2A2 Profile: Administrative Professional

Responsibility: Develop procedures for Lab-wide use

Performance Objective: Review key business processes to provide improved customer

service

Goal: Reduce time required to complete procedure **Performance Measure:** Average time required for users to perform task

Metric:

Distinguished Performance:

Commendable Performance:

Employee reduces time to complete procedure by 75%.

Employee reduces time to complete procedure by 50%.

Employee reduces time to complete procedure by 25%.

Employee reduces time to complete procedure by 25%.

Employee reduces time to complete procedure by less

than 25%.

Unsatisfactory Performance: Employee does not reduce time to complete procedure.

2. R2A2 Profile: Engineer

Responsibility: Perform detailed design

Performance Objective: Quality in designing research facilities **Goal:** Complete the design of a septum magnet

Performance Measure: Quality of magnet design, as judged by design review committee

Metric:

Distinguished Performance: Employee fulfills the design requirements for successful

completion of the magnet design. The committee is very satisfied and has no recommendations for improvements.

Commendable Performance: Employee fulfills the design requirements, and the

committee recommends minor adjustments for

improvement.

Expected Performance: Employee fulfills the design requirements, and the

committee requires a major adjustment for improvement

in the design.

Needs Improvement: Employee fulfills the design requirements, and the

committee requires a number of major adjustments for

improvement.

Unsatisfactory Performance: Employee fails to meet one or more major design

requirements, and the committee requires a significant

number of improvements.

Critical Assumption: Requirements against which the design is judged have been established

and communicated to engineer before start of project.

3. R2A2 Profile: Engineer

Responsibility Plan, estimate, and implement detailed designs **Performance Objective** Quality in estimating and designing research facilities

Goal: Complete research facility upgrade

Performance Measure: Degree to which user requirements are met within budget and near

cost estimate

Metric:

Distinguished Performance: Employee meets user's requirements (exceeds some of

them), and applies creative methods to achieve performance within or below budget. The estimate is within 5% of the bid price, and there are no design-related change orders. There is a high degree of user satisfaction, and no unresolved

ES&H issues.

Commendable Performance: Employee meets user's requirements within budget,

and the cost of design-related change orders is <2% of total. The estimate is within 10% of the bid price. User satisfaction is above average, and there are no unresolved ES&H issues.

Expected Performance: Employee meets most user requirements within budget

and the cost of design-related change order is <5% of total. The estimate is within 15% of bid price. There is average user satisfaction, and some ES&H or user requirement issues are

resolved reactively.

Needs Improvement: Employee meets most user requirements within budget and

the cost of design related change orders is <10% of total. The estimate is within 20% of bid price. There is average user satisfaction and some ES&H or user requirement issues

are resolved reactively.

Unsatisfactory Performance: Employee fails to meet user requirements with two

or more of the following results: the estimate >20% of the bid price; the cost of design-related change orders >15% of the total; there is below average user satisfaction; and several

ES&H issues are resolved reactively.

Note: When using such a metric, it might be more practical to establish it as a standard metric for a group of engineers with similar individual goals.

4. R2A2 Profile: Manager

Responsibility: Ensure safe operations

Performance Objective: Achieve excellence in occupational worker safety

Goal: Reduce occupational injuries of staff

Performance Measure: Percentage of reduction in occupational injuries compared to the

previous period

Metric:

Distinguished Performance: Staff reduce occupational injuries by 20%.

Commendable Performance: Staff reduce occupational injuries by 15%.

Expected Performance: Staff reduce occupational injuries by 10%.

Needs Improvement: Staff reduce occupational injuries by 5% or less.

Unsatisfactory Performance: Staff increase the percentage of occupational

injuries.

5. R2A2 Profile: Project Manager

Responsibility: Conduct research, engineering, or technical project according to

departmental plans

Performance Objective: Effectiveness and efficiency of project management

Goal: Meet project technical objectives within budget and schedule **Performance Measure:** Technical performance, time, and cost to complete project, with

consideration to level of difficulty

Metric:

Distinguished Performance: Employee completes the project on schedule, and within

the projected cost; exceeds technical objectives after

overcoming significant obstacles.

Commendable Performance: Employee completes the project on schedule, and within

the projected cost; exceeds technical objectives.

Expected Performance: Employee completes the project on schedule, within projected

cost and meets technical objectives.

Needs Improvement: Employee completes the project on schedule, and meets the

technical objectives but exceeds the budget by 10%.

Unsatisfactory Performance: Employee fails to meet technical objectives, and either

the schedule or the budget.

Note: As an alternative, a project management goal, like the one above, may be defined using separate measures for each performance component, e.g., cost, schedule, and technical objectives, with weights given to each.

6. R2A2 Profile: Scientific Researcher

Responsibility: Perform cutting edge research, publish, and disseminate results

Performance Objective: High quality research

Goal: Obtain International research visibility

Performance Measure: Amount and quality of peer-reviewed recognition

Metric:

Distinguished Performance: The amount and quality of recognition is well above average. Commendable Performance: The amount and quality of recognition is above average.

Expected Performance: The amount and quality of recognition is average.

Needs Improvement: The amount and quality of recognition is below average. Unsatisfactory Performance: The amount and/or quality of recognition are far below

average.

7. R2A2 Profile: Scientific Researcher

Responsibility: Obtain funding, materials, and equipment **Performance Objective:** Relevance to DOE mission and national needs

Goal: Obtain funding in area of expertise

Performance Measure: Funding level

Metric:

Distinguished Performance: Employee obtains significant funding in area of expertise. Commendable Performance: Employee obtains an increase in funding in area of expertise.

Expected Performance: Employee maintains funding in area of expertise.

Needs Improvement: Employee obtains slightly decreased funding in area of

expertise.

Unsatisfactory Performance: Employee obtains substantially decreased funding in area of

expertise.

8. R2A2 Profile: Scientific Researcher

Responsibility: Perform cutting edge research, publish, and disseminate results

Performance Objective: High quality research

Goal: Identify and apply innovative research procedures

Performance Measure: Level of innovation developed, identified, and applied

Metric:

Distinguished Performance: Employee develops innovations, incorporates them into

research procedures, and publishes results which are widely

recognized as innovative.

Commendable Performance: Employee identifies innovations, incorporates

them into research procedures and publishes results.

Expected Performance: Employee identifies innovations, evaluates them and

incorporates them into research procedures.

Needs Improvement: Employee identifies innovations and evaluates them.

Unsatisfactory Performance: Employee does not identify innovations.

9. R2A2 Profile: Staff

Responsibility: To perform work safely

Performance Objective: Achieve excellence in occupational worker safety

Goal: Always wear/use required protective clothing and equipment Performance Measure: Employee wears/uses required protective clothing and equipment

Metric:

Expected Performance: Employee wears/uses required protective clothing and

equipment 100% of the time.

Unsatisfactory Performance: Employee does not wear/use required protective clothing and

equipment 100% of the time.

Note: This is an example of a goal focused on an area for improvement, and, therefore, uses a metric in which the minimum requirement for a performance level of Expected Performance is 100%. Anything less would be considered Unsatisfactory Performance. Therefore, performance levels of Distinguished Performance and Commendable Performance are not used in this metric.

10. R2A2 Profile: Staff

Responsibility: Maintain awareness of environmental impact of work

Performance Objective: Environmental effluents, emissions, and wastes are as low reasonably

achievable

Goal: Adopt and apply practices that eliminate, minimize, or mitigate

environmental impacts

Performance Measure: Degree to which pollution prevention and waste minimization

techniques are applied to own work, in order to reduce waste by 20%,

and degree to which employee assists colleagues in pollution

prevention

Metric:

Distinguished Performance: Employee reduces waste by more than 20%, and actively

participates in applying pollution prevention efforts within and

outside of their own organization.

Commendable Performance: Employee reduces waste by more than 20%, and actively

participates in applying pollution prevention efforts within their

own organization.

Expected Performance: Employee reduces waste by 20% or less.

Needs Improvement: Employee reduces waste by less than 20%.

Unsatisfactory Performance: Employee fails to apply pollution prevention and waste

minimization techniques to their own work.

11. R2A2 Profile: Staff

Responsibility: Keep capabilities and qualifications current, including

required training for assigned tasks and work location

Performance Objective: Implement a career development planning process

Goal: Improve proficiency of computer skills

Performance Measure: Successful completion of two Microsoft NT training modules

Metric:

Distinguished Performance: Employee completes more than two training modules

with grades of 90% or better.

Commendable Performance: Employee completes more than two training modules

with passing grades.

Expected Performance: Employee completes both training modules with passing

grades.

Needs Improvement: Employee completes one module with a passing grade,

and needs an extension to complete the second module.

Unsatisfactory Performance: Employee does not complete at least one module with a

passing grade.

Critical Assumption: Funds are available for cost of training.

12. R2A2 Profile: Technician

Responsibility: Operate, repair, and maintain equipment

Performance Objective: Operate research facilities

Goal: Rebuild 75% of the inventory of ion pumps during the next 12 months

Performance Measure: Percent of inventory completed

Metric:

Distinguished Performance: Employee completes 100% of inventory.
Commendable Performance: Employee completes 85% of inventory.
Expected Performance: Employee completes 75% of inventory.
Needs Improvement: Employee completes 60% of inventory

Unsatisfactory Performance: Employee completes less than 60% of inventory.

13. R2A2 Profile: Technician

Responsibility: Fabricate, install/assemble, and test components

Performance Objective: Operate research facilities

Goal: Install upgrade to beamline interlock system during December

shutdown

Performance Measure: Time to complete upgrade of beamline interlock system

Metric:

Expected Performance: Employee completes upgrade by the end of the shutdown. Employee does not complete upgrade by the end of the shutdown.

BROOKHAVEN NATIONAL LABORATORY

Scientific Staff Performance Planning

Name:	D	epartment:	Date:	
Reviewer:			Performance Period:	FY
Please use this form to document y manager by the end of November. general, you should define what y necessary. For complete instructi Subject Area. As these are "intended activities," based on the actual activity in which	While you may ou expect to pur, ons, refer to the your actual acti	define the time from the curbine within the curbine General Performance General Research	ame that the activities we rent year. Use addition pals and Measures for	ill cover in al pages if <u>Employees</u>
Intended Research/ Facility Deve	lopment or Sup	port Activities:		
Intended Grants and Proposals:				
Other Intended Professional Acti	vities:			
Signatures:				
Scientist	Date	Reviewer	D	ate
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Subject Area: Performance Goals and Measures for Employees

Supplemental Goals Form

Effective Date: September 2004

Point of Contact: Performance Goals and Measures POC

The Supplemental Goals Form is provided as a Word file.

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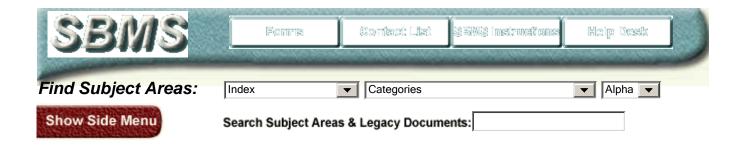
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Supplemental Goals Form

Goal #[]:	
Measure:	
Metrics (Optional):	
Additional input may be obtained from:	
Reviewer's appraisal of Performance on Goal:	
Performance Level:	
Goal #[]:	
Marrier	
Measure:	
Metrics (Optional):	
Additional input may be obtained from:	
Reviewer's appraisal of Performance on Goal:	
Performance Level:	
Goal Signatures:	
Employee's Signature	Date
Reviewer's Signature	Date
Senior Reviewer's Signature(Optional)	Date

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Definitions: Performance Goals and Measures for Employees

Effective Date: October 2003

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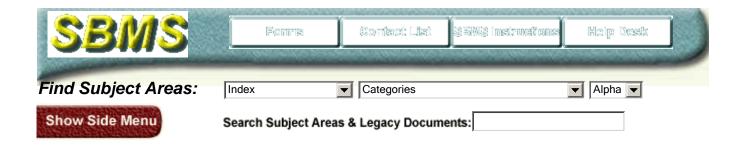
Term	Definition
critical outcome	The Laboratory term for a top level goal (in Performance-Based Management terminology).
goal	A desired state or result towards which an individual's or group's work activity is directed; or the desired result of fulfilling a responsibility.
metric	A set of descriptions of levels of goal achievement, where each element corresponds to a performance level (e.g., Distinguished Performance, Commendable Performance, Expected Performance, Needs Improvement, Unsatisfactory Performance).
performance measure	A qualitative or quantitative evaluation or basis of comparison for determining whether the desired result or state has been reached, and/or the degree to which it has been reached.
performance objective	The Laboratory term for a goal supporting a critical outcome.
responsibility	The obligation to ensure initiation and/or implementation and/or completion of a measurable activity.
reviewer	The supervisor who reviews the employee's goal plan.
senior reviewer	The manager of the supervisor who reviews the employee's goal plan.

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Revision History: Performance Goals and Measures for Employees

Point of Contact: Performance Goals and Measures POC

Revision History of this Subject Area

Date	Description	Management System
September 2004	The Supplemental Goals Form was added to this subject area. The sections on Developing Performance Goals and Measures and Formulating Performance Goals were revised to instruct staff on how to use this form for additional goals.	Human Resources
October 2003	This subject area was revised to foster the development of goals that are challenging and are measured for their added value to the organization. Also, the Performance Goals and Measures Examples exhibit and the Definitions were	Human Resources
	revised to be consistent with the performance levels defined in the Performance Appraisals Subject Area. The five new levels are Distinguished Performance (DP), Commendable Performance (CP), Expected Performance (EP), Needs Improvement (NI), and Unsatisfactory Performance (UP). The four levels were Distinguished Performer (DP), Commendable Performer (CP), Adequate Performer (AP), and Unsatisfactory Performer (UP).	
October 2001	This subject area was revised to incorporate the following:	Human Resources

September 2000	 The goal planning process for exempt employees was changed. Exempt employees are not required to have documented performance goals against which performance will be measured. The Performance Appraisal with Goal Planning Form (formerly known as the Exempt Employee Performance Appraisals Subject Area reflects this change. The goal planning process for scientific staff was changed. Scientists will document intended goals at the start of the performance period on the new Scientific Staff Performance Planning Form in this subject area. They will be appraised on their actual activities on the new Scientific Staff Performance Appraisal Form in the Performance Appraisals Subject Area. The performance levels for defining a metric were changed and removed from the Guidelines in the section Formulating Performance Goals, and added as the new Defining a Metric exhibit. The metrics in the Performance Goals and Measures Examples exhibit were changed to be consistent with the performance levels defined in the Performance Appraisals Subject Area. This subject area was revised to incorporate changes in the goal planning process as required by the new Performance Appraisals Subject Area. This includes: 	Human Resources
	 new forms, which will now cover both goal planning and performance appraisal on the same form; and a revision to the nomenclature for the official exempt performance levels. 	
May 2000	This subject area was developed by a team using the process for Standards-Based Management development.	Human Resources

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